An Analysis the cause and effect relationships and finding the structural equation model between all aspects of transformational leadership Organizational Forgetting and the perception of productivity

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ABSTRACT

The aim of this study was to analyze the cause and effect relationships and finding the structural equation model between all aspects of transformational leadership Organizational Forgetting and the perception of productivity which was done through a descriptive correlation study. The target population was all staff personnel of Iran’s education ministry- Isfahan branch (300 people), that 194 people were selected through sample size determination table (Krejcie & Morgan 1970) with stratified sampling method. The data collection instruments included 3 questionnaires: McCormick, Barnett, conrez (Transformational Leadership Standard Questionnaire (with 24 questions), Hersey & Goldsmith, (1990) Perception of Productivity Questionnaire (with 21 questions), and Moshabekiand et al (Organizational Forgetting Questionnaire (with 12 questions). The validity of these questionnaires was confirmed with specialists and the reliability was calculated through Cranach’s alpha coefficient (Transformational Leadership Standard Questionnaire r = 0.71, Perception of Productivity Questionnaire r = 0.70, Organizational Forgetting Questionnaire r = 0.90). Our results show that there is a relationship between all aspects of transformational leadership (individual attention, passive management by exception, active management by exception, and inspiration) with the organizational forgetting. In the fitted model of this study the organizational forgetting acted as a moderator variable in the relationship between transformational leadership and perception of productivity.

INTRODUCTION

The Managers’ leadership style is a key factor in enhancing efficiency, effectiveness and finally increases the productivity of organizations. Existence of an appropriate behavioral pattern among organizations’ managers can provide a strong spirit and motivation; therefore the satisfaction of employees will be enhanced.

One of these appropriate behavioral patterns is the Transformational Leadership approach. This type of leadership is a subset of the new leadership paradigm. It represents a process in which the leader change people’s idea and connects them to the moral characteristics and relevant long term goals [3].

For the first time the word “Transformational Leadership” was used by Danton. Although this term was not widely known until [2004]. The theory of transformational leadership was used for the first time by [1987] to differentiate the groups of leaders who had used powerful relationship and motivation to communicate with subordinates and those leaders who had focused on interaction to achieve their goals [1].

As Bass & Steidlmeier [4] have stated firholm Believes that transformational leadership is a concentrated value which leaders and followers are participant in standpoints, values, respect, mutual trust and unity. Stone et al [16] describe the transformational leadership as a process of developing commitment to the organizational goals and followers empowerment to achieve these goals.

In another definition states that the transformational leadership is a process in people or groups to change the current situation and work as a whole in the organization. The transformational leadership is the process of influencing organization members’ beliefs and presumptions and developing their commitment to company’s goals and mission.

The transformational leadership approach contains four elements which allow leaders to persuade, attract, and engage followers [5]. Researchers state that the transformational leaders’ characteristics such as ideal...
influence, motivation, intellectual stimulation, and personal considerations; have significant effect on employees’ functions and their potent [6].

Idealized influence describes leaders’ characteristic as a powerful symbol for their followers. A transformational leader will provide an admiring, committed, and supportive atmosphere between employees to achieve the organizational mission [11].

Avelio& Bass believe that idealized influence means providing a purposeful utopian vision, drawing a tribute and building self confidence in people. With this qualification the leader provides deep insight between group members and increases the power of self respect, enthusiasm, and eager to challenge the objectives in them. Active encouragement among organization members will make them to think differently about the old methods. McAulay [14] states that in this approach the leader asks followers to redefine assumptions, reanalyze problems, and look at the old methods in different way through creativity and innovate promotion.

Finally bohengetal present the last characteristic of transformational leadership -individual attention- which includes leader’s personal attention to the employees. This feature will able leaders to thank subordinates and accept their constructive criticisms.

If we accept that the transformational leading is another type of change management, then the organizational forgetting is one of the procedures which should be undertaken. We can discuss the organizational forgetting in two ways: the positive aspect which helps organization to omit inappropriate knowledge. In this way the organizations cross current knowledge to attain completion and dynamism abilities. This sort of forgetting is called purposeful forgetting. Although there is another kind of organizational forgetting which makes organizations loose (based on desire or unwanted) of useful knowledge; and this may lead to reducing the competition ability of company. As can be seen this is a harmful process and organization need to retrieve the forgotten knowledge.

Forgetting valuable Information, techniques, and knowledge in an organization can lead to competitive advantage lose; however it’s an essential process in change management. The organizational forgetting management is vital for each institute because: loosing available knowledge means losing the competitive ability and it costs company millions of dollars; also retrieving the lost knowledge can have its relative expenses. In this situation not only the company will be faced with lots of costs but also there will be the opportunity cost too [15].

In another word organizational learning is associated with purposeful organization forgetting. This means that all companies which want to make some changes, are needed to forget the old knowledge that kept them in past beside of new knowledge development [12].

Some outcomes like productivity enhancement can be a result of adopting the optimum leadership approaches like transformational leading and organizational forgetting. Nowadays productivity is one of the most important issues among managers worldwide, and in many countries the national development program is based on productivity improvement(s) [2]. Productivity is about the effective and efficient use of all resources.

Productivity improvement itself can lead to cost reduction, expanding the target market, increasing employment rate and improving socio-economic life level of people [17]. Productivity in the organizational level can show its profitability and survival power [10]. There are some strategies such as outsourcing, partnership, flattening organization, new technologies, extensive strategic planning, Total Quality Management, operational research, cost benefit analyze, strategic planning, and organizational development; which can develop the productivity in an organization.

The relationship between leadership styles’ variables: organizational forgetting and perception of productivity were discussed in some studies. In “study of relationship between productivity perception and situational leadership”, a research by Nasr isfahani, it’s proved that there was a significant relationship between leadership style and the organizational forgetting. Also there was a positive relationship among persuasive, collaborative, and devolution leadership style with organizational forgetting; but the relation between them and directive leadership was negative. Burke, [7] in his research “the relationship between organizational forgetting and knowledge reproduction” stated that the organizational forgetting has a huge impact on productivity and the knowledge production.

in their investigation “The effect of leadership styles on purposeful organizational forgetting” stated that transformational and transactional leadership styles, affect the organizational forgetting and here transformational leadership has more meaningful role.
Considering the importance and role of educational organizations in recent years and movement of these organizations toward gathering the knowledge, applying new leadership styles, and effort to increase the productivity; the current research wants to study these three variables in Iran’s Ministry of Education- Isfahan branch and then offers some solution.

2. Hypotheses:
   1- Is there any relationship between transformational leadership and organizational forgetting?
   2- Is there any relationship between passive management by exception (an aspect of transformational leadership) with the organizational forgetting?
   3- Is there any relationship between active management by exception (an aspect of transformational leadership) and the organizational forgetting?
   4- Is there any relationship between Inspiring vision (an aspect of transformational leadership) and the organizational forgetting?
   5- Is there any relationship between organizational forgetting and perception of productivity?
   6- Which aspect of the transformational leadership has the capability to predict organizational forgetting?
   7- How is the structural equation model between organizational forgetting, transformational leadership and perception of productivity?

3. Research Method:
   The type of research was descriptive and correlational. Statistical society includes included all staff in Ministry of education- Isfahan branch. A sample size of 169 people was selected through random sampling method. Research tools included 3 questionnaires: McCormick, Barnett ,conrez Transformational Leadership Standard Questionnaire (with 24 questions), Hersey&Goldsmith, Perception of Productivity Questionnaire (with 21 questions), and Moshabekian et al Organizational Forgetting Questionnaire (with 12 questions). model and based on Likert's five degree scale. To verify the questionnaires validity face and content method and authority opinions were utilized. Reliability coefficient of questionnaires were estimated through Cronbach's alpha coefficient (r1 =0.71) and (r2 =0.70) and (r3 =0.89). Data was analyzed through Pearson correlation coefficient and structural equation model.

4. Hypotheses Testing:
   First question:
   Is there any relationship between transformational leadership and organizational forgetting?

<table>
<thead>
<tr>
<th>criterion variable</th>
<th>Organizational forgetting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statistical indicator</td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td>Transformational leadership</td>
<td>0.17</td>
</tr>
</tbody>
</table>

   Table results show that there exist significant relationship between individual attention and organizational forgetting (r=0.17). Beside coefficient of determination was 0.028 which indicates 2.8 percents of organizational forgetting changes caused by individual attention aspect.

Second question:
   Is there any relationship between passive management by exception (an aspect of transformational leadership) with the organizational forgetting?

<table>
<thead>
<tr>
<th>criterion variable</th>
<th>Organizational forgetting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statistical indicator</td>
<td>Correlation coefficient</td>
</tr>
<tr>
<td>Transformational leadership</td>
<td>0.316</td>
</tr>
</tbody>
</table>

   Table results show that there exist significant relationship between passive management by exception and organizational forgetting (r=0.316). Beside coefficient of determination was 0.099 which indicates 9.99 percents of organizational forgetting changes are caused by passive management by exception aspect.
Third question:
Is there any relationship between active management by exception (an aspect of transformational leadership) and the organizational forgetting?

Table 3: The correlation coefficient between active management by exception (an aspect of transformational leadership) with the organizational forgetting.

<table>
<thead>
<tr>
<th>Statistical indicator</th>
<th>criterion variable</th>
<th>Organization forgetting</th>
</tr>
</thead>
<tbody>
<tr>
<td>forecasting variable</td>
<td>Correlation coefficient</td>
<td>Square of the correlation coefficient</td>
</tr>
<tr>
<td>Transformational leadership</td>
<td>0.276</td>
<td>0.076</td>
</tr>
</tbody>
</table>

Table results show that there exist significant relationship between active management by exception and organizational forgetting (r=0.276). Beside coefficient of determination was 0.076 which indicates 7.56 percents of organizational forgetting changes caused by active management by exception aspect.

Fourth question:
Is there any relationship between Inspiring vision (an aspect of transformational leadership) and the organizational forgetting?

Table 4: The correlation coefficient between Inspiring vision (an aspect of transformational leadership) with the organizational forgetting.

<table>
<thead>
<tr>
<th>Statistical indicator</th>
<th>criterion variable</th>
<th>Organization forgetting</th>
</tr>
</thead>
<tbody>
<tr>
<td>forecasting variable</td>
<td>Correlation coefficient</td>
<td>Square of the correlation coefficient</td>
</tr>
<tr>
<td>Transformational leadership</td>
<td>0.299</td>
<td>0.894</td>
</tr>
</tbody>
</table>

Table results show that there exist significant relationship between inspiring vision and organizational forgetting (r= 0.299). Beside coefficient of determination was 0.894 which indicates 8.94 percents of organizational forgetting changes caused by inspiring vision aspect.

Fifth question:
Is there any relationship between organizational forgetting and perception of productivity?

Table 5: The correlation coefficient between perception of productivity (an aspect of transformational leadership) with the organizational forgetting.

<table>
<thead>
<tr>
<th>Statistical indicator</th>
<th>criterion variable</th>
<th>Organization forgetting</th>
</tr>
</thead>
<tbody>
<tr>
<td>forecasting variable</td>
<td>Correlation coefficient</td>
<td>Square of the correlation coefficient</td>
</tr>
<tr>
<td>Transformational leadership</td>
<td>0.544</td>
<td>0.295</td>
</tr>
</tbody>
</table>

Table results show that there exist significant relationship between perception of productivity and organizational forgetting (r=0.544). Beside coefficient of determination was 0.295 which indicates 29.6 percents of organizational forgetting changes caused by perception of productivity aspect.

Sixth question:
Which aspect of the transformational leadership has the capability to predict organizational forgetting?

Table 6: the capability to predict organizational forgetting through transformational leadership aspects.

<table>
<thead>
<tr>
<th>Aspects</th>
<th>β</th>
<th>Beta</th>
<th>t</th>
<th>Pvalue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>2.064</td>
<td>-</td>
<td>9.909</td>
<td>0.000</td>
</tr>
<tr>
<td>Individual attention</td>
<td>-0.046</td>
<td>-0.069</td>
<td>-0.071</td>
<td>0.475</td>
</tr>
<tr>
<td>Passive management</td>
<td>0.156</td>
<td>0.203</td>
<td>2.241</td>
<td>0.026</td>
</tr>
<tr>
<td>Active management</td>
<td>0.095</td>
<td>0.134</td>
<td>1.395</td>
<td>0.165</td>
</tr>
<tr>
<td>Inspiring vision</td>
<td>0.107</td>
<td>0.161</td>
<td>1.493</td>
<td>0.137</td>
</tr>
</tbody>
</table>

The concurrent regression analyze is showed in table 6 that the Significance level for individual attention, active management by exception and Inspiring vision is more than 0.05; so these aspects don’t have significant affect on predicting the organizational forgetting. And the only dimension which have the ability to predict organizational forgetting is the passive management through exception (P value=0.026). The regression model is significant and a predictive model can be presented as follows: (passive management by exception) 0.156 + 2.064 = organizational forgetting.

The about formula show that there will be 0.156 unit changes in organizational forgetting when then passive management by exception is changed one unit.
Seventh question:
How is the structural equation model between organizational forgetting, transformational leadership and perception of productivity?

<table>
<thead>
<tr>
<th>Checking effects</th>
<th>Eta square</th>
<th>t</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational leadership-organizational forgetting</td>
<td>0.52</td>
<td>3.67</td>
<td>Transformational leadership influence organizational forgetting</td>
</tr>
<tr>
<td>Transformational leadership (perception of productivity)-organizational forgetting</td>
<td>0.23</td>
<td>3.46</td>
<td>Transformational leadership influence organizational forgetting through perception of productivity</td>
</tr>
</tbody>
</table>

All previous steps lead to determining the following conceptual model which shows the transformational leadership effect through perception of productivity on forgetting.

**Summary and Concluding Remarks:**
Based on the study’s first question; results indicated that there is a significant positive relationship between transformational leadership and organization forgetting. The coefficient of determination was 0.028 which shows 2.8 percents of organizational forgetting can be caused by individual attention (an aspect of
transformational leadership). To describe this finding it could be said that educational systems always face with an old issue which is the subjects of human resources and organizational behavior. Human behavior is a fundamental factor to construct each organization. To know an organization or an educational system, it is necessary to exactly identify the organizational behaviors. In fact paying attention to human resources is an undeniable fact in every organization because it formulates work process and eases the work flow. Main reason is that the source of most organizational, personal, and social problems can be found in lack of effective communication, malfunction of communication systems, and overall miss understanding in routine communications.

Paying attention to people in an organization is process of initiating, keeping, and devolving a dynamic, purposed and mutual communication among members which can be facilitated through meet of logical, social, and mental needs. This procedure leads to organizational understanding, satisfaction, mutual benefits, and motivation to achieve the goals. Identifying problems such as conflicts among people and negative group communication efforts which can cause Interpersonal conflicts and also messy work situation and private life are some aspects of considering employees.

Needs understanding, accepting personal differences, problem solving, respecting, situation understanding, ability to communicate, showing emotions, finding positive points in others, self controlling, providing mental health, self analyzing are some important factors which all organizational leaders should care about. This kind of relationships leads to Strengthening communication channels between leaders and followers.

Other result of this study showed that there is a relationship between passive management by exception (an aspect of transformational leadership) with organizational forgetting and coefficient of determination was 0.099 which indicated 9.00 percents of organizational forgetting can be caused by passive management by exception. This aspect describes leader’s behavior; who don’t interfere in problems nevertheless the standard is not met. In fact this method is another form of management in a more passive way, in which reactions are limited. There is no exact answer to certain situation and problem. In other hand the passive manager avoid showing exact agreements, clear expectations, and determining goals and standards to achieve them. These leaders believe that “It’s none of our business until it gets problematic”.

To interpret these findings we can say that any organization has two kind of forgetting process (desirable and unwanted forgetting). Most of the employees who enter to organization will have their own values, beliefs, and opinion and want to keep them all. In passive management method employees will find the opportunity to perform their duties as the want to and the leader will not play any role until there will be a major problem. It is completely clear that in nowadays competition atmosphere, doing things in old ways will strongly reduce company’s competitive ability. So it can be predicted that employees seek new way of doing their duties. This event makes personnel search new performance way which requires desirable forgetting.

Next result showed that there is a significant relationship between active management by exception (an aspect of transformational leadership) with organizational forgetting (r=0.076) that indicates 7.56 percents of organizational forgetting could be predicted through active management by exception.

The active management by exception includes supervision on faults and deviation in rules and standards, and correcting them. These leaders have detailed standards for task performance and may punish subordinates because of denying them. In this leadership style, leaders wait to find problems and then start to correct them. Focusing of disorders, mistakes, deviation from standards, and paying attention to weak points to achieve the standards are some of this leadership characters. It’s clear that this leadership style will make employees to focus on learning new methods and omit old and inappropriate knowledge.

The finding about fourth question indicated that there is a relationship between Inspiring vision (an aspect of transformational leadership) with organizational forgetting and coefficient of determination was 0.894 which indicated 8.94 percents of organizational forgetting can be caused by inspiring vision.

Knowledgeable leadership topic can be discussed in personal, organizational and national levels. In organizational level it’s completely clear that each organization needs to seek new opportunities and design a coherent plan through defining vision for its future. For sure this task can be performed by knowledgeable leaders who determine the vision and persuade subordinates to follow it. The vision should reflect organization members’ willing. It’s obvious that the picture of this reflection is near to leader mind or even it can be the same.

As the personal visions are individual’s mind reflection, the common visions are individual’s mind reflection all around the organization. These common reflections are important factors to provide unity in all parts of organization and cause its dignity.
REFERENCES


